PEOPLE TO WATCH

As far as surveyed consumers are concerned, Yellow Pages are challenging disposable diapers as the biggest culprit threatening municipal landfills. And it's the job of Willis Hengy Sr. to make sure they don't.

Mr. Hengy is president of the Michigan Directory Co. and chairman of the Yellow Pages Publishers Association's year-old environmental committee.

"I felt it was a place where I could accomplish something and it would be worthwhile," he says of the appointment last March.

About 680,000 tons of paper each year go into Yellow Pages directories distributed nationally. If all of that paper went into landfills, it would account for less than 0.5% of the 188 million tons of garbage annually parked in dumps, Mr. Hengy estimates. Disposable diapers, by comparison, constitute about 2%.

"We consider it to be important," Mr. Hengy, 60, says.

Recycling old phone directories is a priority for the environmental committee—both because they believe it can be accomplished and because it's a way to offset any negative publicity brought on by the environmental movement.

The first major step toward making the industry "green" is to standardize the materials used for directories, including the cover, binding, paper, inks, glues and dyes, Mr. Hengy says.

Willis Hengy Sr.

"When the time comes to collect directories for recycling, there won't be any concern that any of these components from any directory company can't be recycled," he says.

The 50-member committee, composed of publishers, paper companies and printers, is asking Yellow Pages publishers to phase out petroleum-based, heavy-metal inks and switch to a vegetable, water-soluble ink. The same goes for glue. A hot-meld adhesive currently is the favorite binder, but that glue is difficult to recycle. He says water-soluble glues will solve the problem.

Although compliance is voluntary, he expects most publishers to adopt the guidelines in part because of intense industry pressure.

By 1993, directories will be printed on paper made of 10% recycled material, Mr. Hengy predicts, and will increase to 40% recycled fiber content by 1998, up from their current almost non-existent recycled material content.

But what really worries Mr. Hengy is that there won't be enough Yellow Pages books to recycle.

"People don't necessarily want to give up their old phone books. They've got phone numbers written down in it, or they want to put it in a spare bedroom or in the basement. Old directories aren't as easy to get as you think."

Mr. Hengy, a former Ford dealer, got into the telephone business in 1971, when he and a partner bought Pigeon Telephone Co. from the original founding family.

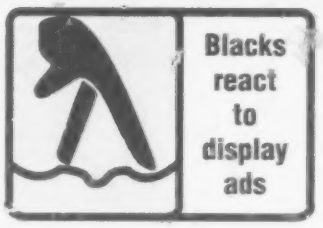
Becoming chairman of the environmental committee has heightened Mr. Hengy's environmental awareness and led to changes in his own operation. Since late last year, old directories have been sent to an area farmer to be shredded into bedding for cows.

"I see people going to the store, carrying their own grocery bags, returning plastic bags and putting out recyclables in special bins," he says. "And someday, they'll probably put their phone directories in those [curbside] collection bins."

—*Laurie Freeman*

Ad Age/Gallup survey results

How blacks, affluent, Hispanics use books



Yellow Pages display ads have the biggest influence on what business consumers will call, but African-Americans are influenced by these ads more than any other group, an *Advertising Age*/Gallup Organization survey indicates.

Forty-one percent of blacks say display ads are the most influential factor in their decision-making, compared with 38% of the total sample.

Some 22% say they're influenced by companies whose names appear in bold type, compared with 17% of the total.

Another 8% of blacks say companies whose names begin with "A" and are listed at the beginning of the category get their attention first, compared with 3% of the total.

Fully 39% of the total sample said none of these reasons influenced their selection of a business, compared with only 27% of blacks.

An additional 2% of blacks said they didn't know whether these factors influenced them. □

Although all consumers use the Yellow Pages primarily for price information and comparison shopping, Hispanics use it for this reason more than any other group, an *Advertising Age*/Gallup Organization survey reveals.

A whopping 57% of Hispanics say they typically use the Yellow Pages for this purpose, compared with 40% of the total sample and 35% of blacks.

Another 26% say they use the Yellow Pages to find the closest business to their home or business, compared with 32% overall and 29% of blacks.

Only 6% say they use the Yellow Pages to find out store hours, compared with 10% overall and 18% of blacks.

Another 3% use the Yellow Pages for the maps, street guides and ZIP code information, compared with 6% overall.

Three percent say they use the Yellow Pages for any and all of those reasons, 3% say they use it for none of those reasons and another 3% say they don't know. □

When it comes to affluent, highly educated consumers, the bigger the Yellow Pages ad, the better they respond.

Forty-seven percent of college graduates and consumers whose incomes exceed $50,000 say display ads most influence their selection of a business, an exclusive *Advertising Age*/Gallup Organization poll shows. That compared with 38% of the total sample.

Companies whose names appear in bold type were ranked next most influential, with 14% of college graduates and 13% of those whose incomes exceed $50,000 choosing that option, compared with 17% of the total sample group.

Only 2% of college grads and 3% of the $50,000-plus group said companies whose names begin with "A" and are listed at the beginning of the heading are the most influential in selection of a business.

Thirty-six percent of the $50,000-plus income group and 35% of the college graduates said none of these is influential in their phone calls, while 1% and 2%, respectively, said they didn't know. □

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FSI coupon redemption hits wall

By Scott Hume and Patricia Strnad

Couponing via free standing inserts may have hit its saturation point, industry observers say.

There were 218 billion coupons distributed via FSI last year, up 3.3% from 1989, said Kris Prasad, marketing research manager for CMS Inc., a redemption agent.

But only 2.3% of those coupons were redeemed, down from 2.9%. That indicates that FSI couponing may have reached a "saturation level," Mr. Prasad said.

The nation's other major coupon clearinghouse, Dun & Bradstreet Corp.'s NCH Promotional Services, said FSI coupons had a 2.2% redemption rate in 1990, down from 2.5%.

"The biggest issue is that you've simply got too damn many coupons," said Gary Blau, a partner in Computerized Marketing Technologies, a data-base marketing company that operates Select & Save, a targeted direct mail couponing program. "Consumers are inundated.

"You can come up with 14 different conclusions for why [FSI] redemption is down, but they're all going to come down to too much couponing going on."

Redemption rates both overall and for FSIs have been declining or stagnant in the past several years, largely because more coupons are being distributed. But 1990 marked the first time the FSI redemption rate was below the overall rate. The average redemption rate for all coupons in 1990 was flat at 2.6%, CMS reported.

One factor in the decline of FSI coupon redemption could be growth of direct mail as a coupon delivery medium. In 1990, direct mail accounted for 5.3% of all coupons distributed, up from 3.7%, CMS said. Redemption of direct mail coupons rose to 6.3% from 4.5%.

FSIs accounted for 80% of all coupons, about the same as a year earlier; coupons in newspaper run-of-press accounted for 5.6% of the total, down from 6.6%.

Mr. Prasad also pointed at a trend to using multiple coupons from a single marketer or from two or more marketers on a single insert page. That encourages consumers to pick and choose ones they want rather than using them all, he said.

Also contributing to the decline is a shortening of the period during which coupons are valid. Between 1987 and 1990, average coupon duration dropped to five months from 6.8 months, NCH found. While that helps limit marketer coupon liability and promotional costs, and provides quicker coupon promotion analysis, it works against redemption, NCH Senior VP Jane Perrin said.

But FSI companies argue there's still an important and cost-effective role for a mass medium in couponing.

"When you're hitting 51 million households on a single day [with an FSI], that's an incredible audience for a manufacturer," said Ken Bortner, president of News America's FSI division. The company owns Quad/Marketing and Product Movers, two of the largest distributors of FSIs through Sunday newspapers.

"When we talk to the top advertisers who work with us, we're hearing about increases. Numbers can be funny when you get into figuring averages," he said.

The increasing number of coupons "is always a concern of ours," Mr. Bortner said. "But we're looking at more creative ways to use FSIs. We have one coming up, a joint effort of a soft-drink and a cookie company, that doesn't have any coupon. It's strictly to announce a promotion and to tell consumers to look for the in-store display."

Other factors contributing to declining redemption include a move to fewer shopping trips and the shorter expiration dates, said a spokeswoman for Valassis Inserts.

Jeff McElnea, president of promotion agency Einson Freeman, Paramus, N.J., said FSIs without coupons will increase as inserts become "a print advertising tool every bit as much as a promotional tool. FSIs may be flattening out on coupons, and while they should include some added-value offer, that doesn't have to be a coupon.

"FSIs are not less effective if they're targeted properly. Readership remains very high." □

Falling FSI redemption

	1987	1988	1989	1990
Total number of coupons distributed (in billions)	240	250	273	280
Percentage of coupons redeemed	3.0	2.9	2.6	2.6
Percentage of FSI coupons redeemed	3.6	3.2	2.9	2.3

Source: CMS Inc.

Marvel leaps into 900 promo

By Kate Fitzgerald

Marvel Entertainment Group this month unleashes Spider-Man in a test of the No. 1 comic book marketer's first 900 number promotion.

Spider-Man's "Help Me Save Mary Jane" line is a first for Marvel and for the 900 numbers industry, said Pamela Rutt, Marvel publicity director.

The promotion features an interactive audio game that awards prizes to callers playing the game via a Touch-Tone phone.

Calls cost $1.75 for the first minute, 95¢ for each minute after.

The line has several built-in safeguards. For example, calls are limited to four per week per household at a maximum of 3 minutes per call.

Callers hear a taped introduction to the game and then have 2 minutes to progress as far as they can in answering Spider-Man trivia and battling villains by using the phone keys.

"We've made it so no one can really overdo it and rack up high telephone bills," Ms. Rutt said.

AT&T, MCI Communications Corp. and US Sprint have safeguards built into their 900 number lines, including a $4 cap on each call for lines targeting kids.

Marvel built some safety nets into its Spider-Man promotion.

"The trend toward adding safeguards has increased, but limiting calls to four per week is relatively unusual," said Jan Rimmel, senior account executive at Phone Programs USA, which is executing Marvel's 900 number. "In general, the Spider-Man line has more limitations than most, because Marvel is very concerned about avoiding any kind of abuse."

The company hopes keeping costs low and preventing abuse will encourage repeat business and widespread interest in Marvel comic books, Ms. Rutt said.

The game encourages kids to call several times until the promotion ends in May by offering a tier of prizes. Players can advance from Level 1 to Level 4 and win more prizes.

Level 1 prizes include Marvel comic books and discount coupons for videogames from Sega of America, Taito Software and TSR. Ms. Rimmel said this is the first time marketers have been able to tie in to a 900 number promotion through coupons.

Marvel got 7,000 calls in the first five days, with calls averaging two minutes, said Jerry Calabrese, a consultant to Marvel.

The program may be extended to include other characters and story lines, but no decisions have been made.

Supporting the game is a page ad in all Marvel comic book titles through April; the ad was created in-house. Tarlow Advertising, New York, is Marvel's agency of record. □

Gannett plugs trial of 900 numbers

By Eric Weissenstein

Gannett Co. next month will promote its 900 numbers with outdoor advertising and 800 numbers.

Gannett offers six 900 numbers with 14 services, most in conjunction with *USA Today*. Information available includes stock quotes, sports news, weather reports, crossword puzzle clues and horse racing and lottery results.

Starting April 15, Gannett will promote two 800 numbers, one for *USA Today* and another for other Gannett newspapers. The 800 numbers let callers sample 900-number services for free. Calls to Gannett's 900 numbers cost 95¢ a minute.

"This is one of the few viable ways to get the information out there," said Blake Barker, exec VP, *USA Today* information center. "We believe that once people understand what our 1-900 services offer and the price, they will continue to call."

Gannett handles the effort in-house.

The 800 number for various Gannett papers will be customized for each market.

"For example, callers in El Paso [Texas] will get a message saying, 'You have reached the *El Paso Times* hot lines,' and they will be able to select from whatever options the *Times* chooses to offer," Mr. Barker said. "That way each paper can customize the service to their market."

This is the first time the phone services have been advertised outside Gannett's own newspapers, said Steven Anderson, manager of public relations at *USA Today*.

Despite the 900 number industry's growing pains, Gannett remains "totally committed" to using such services, Mr. Barker said. □

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AD REVIEW

A fresh start, like Nescafe's new ads, is what works today

(Rating: ★ ★ ★)

By Bob Garfield

Garfield

The new Nescafe campaign is a triumph of cinematic storytelling and only incidentally about coffee, which once would have been considered an advertising blunder. But more on that presently.

First, a word from someone puzzled that your correspondent could loathe certain obnoxious ad characters while admiring the Energizer bunny—though most consumers polled seem to associate the bunny ads with archrival Duracell.

"Madge and Mr. Whipple were around for decades because they were selling Palmolive and Charmin by the ton," writes Victor G. Bloede, former chairman of Benton & Bowles. "I always thought that was the function of advertising: to sell products, not to entertain Mr. Garfield."

Well, Mr. Bloede, of course the function of advertising has always been to sell products. But here's what's happened since you retired: TV advertising had better also entertain Mr. Garfield, because Mr. Garfield has a remote control device and 120 cable options and a VCR. Thanks to 30 years of grating characters, insipid slices of life and phony hard sells, Mr. Garfield is impatient, and he will zap you before you can say "squeezably soft."

Madge and Whipple sold by the ton, yes, but they also polluted the airwaves, increasing consumer resistance and the cost of doing business for everyone. Your beloved toilet paper fondler was human sulfur dioxide.

Mr. Garfield will not allow himself to be poisoned any longer. He wants to be amused, moved, engaged, seduced. In a marketplace full of parity products, Mr. Garfield is wise to trumped-up selling propositions, but he's eager as ever to do business with people he likes. He doesn't want some sleazy salesman wedging his foot in the door, but he's prepared to regard advertising itself as a brand benefit. Energizer is a splendid example. Maybe a majority of consumers can't name the brand in a survey, but enough have recognized the pink bunny display at the checkout to halt Energizer's five-year market share slide.

Mr. Garfield is impressed.

For similar reasons, getting back to where this started, he is impressed with the new spots for Nestle Beverage Co.'s Nescafe from McCann-Erickson Worldwide, New York—a sell so soft Mr. Whipple would want to squeeze it.

The premise is "a fresh start." This is what coffee gives you every morning, I suppose, but the conceit of this campaign is a parallel with a fresh start in life. One 60-second spot, called "Moving In," portrays a (presumably) divorced young woman moving into a wreck of a beach bungalow with her adolescent son. Another spot, "Cowboy," depicts a (presumably) widowed rancher preparing for his first date in years.

There's no copy, just a few notes of piano accompaniment to Peter Smillie's magnificently textured film, but as the rancher dismounts and walks into the house from the range, he is clearly anxious and reticent. He's also sweetly vulnerable for a 50-year-old chiseled out of Wyoming rock, and his angelic 11-year-old daughter, who is observing him, knows just what to do: a hot cup of Nescafe Classic, of course.

A widower rancher tries to get a fresh start, and so does Nescafe, in an emotional, decidedly soft-selling, new campaign from McCann-Erickson Worldwide.

Then . . . rabadabadamdam bambam boom . . . the plinking piano gives way to Fats Domino singing "I'm in Love Again." Amid the buoyant rock 'n' roll, the little girl looks adoringly at Daddy, Daddy's dressed and doing a jaunty number with his hat, and a fine-looking lady is about to meet a sensitive cowboy down to the Pine Room Cafe. Howdy ma'am.

"Nescafe," says the onscreen title. "Make a fresh start."

What's wrong with this campaign, written by Alison Stanich and art directed by Tom Upshur, is that the product is both too anonymous and too central. The notion of a cup of coffee liberating you from fear and depression is silly, but, just in case, which brand is it?

On the other hand, the stories are riveting, the acting and direction brilliantly understated and the "fresh start" metaphor positively established. There's no Mrs. Olson barging in and prattling about "Mountain grown" (vs. tundra-grown, I guess), but viewers won't zap these spots into oblivion. Over time the brand name is apt to reinsinuate itself, most favorably, in the consumer consciousness. And, good news, Mr. Bloede, it should sell by the ton to 24-to-59-year-old rural adults with shattered lives. □

The rating system uses four stars to represent excellent, three for notable, two for mediocre and one for pathetic.

Jobs' Next seeks West Coast shop

By Bradley Johnson

Next Computer, still struggling to make a go of it, will focus on the West Coast in its agency search.

"I'd personally like to work with someone local," said Karen Sipprell, Redwood City, Calif.-based Next's director of marketing communications and the top marketing executive under President-CEO Steven Jobs. However, the agency can be far away if it produces "awesome work," she said.

The Next agency should be prepared to offer advice on integrating other disciplines such as direct marketing and public relations with advertising, Ms. Sipprell said. Next's PR agency is Allison Thomas & Associates, Sherman Oaks.

"Dozens" of shops have approached the computer workstation marketer since Ammirati & Puris, New York, resigned earlier this month, she said.

Ammirati cited a conflict with client Nikon's electronic imaging technology. Some sources say Nikon was also concerned that rival Canon is a major Next investor.

Next spent only about $2 million on advertising last year. Spending will probably increase in the next 18 months, Ms. Sipprell said.

The account's prestige outweighs its billings: This is the second shot at greatness by Mr. Jobs, co-founder of Apple Computer.

But it's a long shot. Next has lost much of its luster since 1989, when it began shipping its sleek, black workstation with an introductory ad in *The Wall Street Journal* trumpeting Next as "the most successful computer start-up in history."

Only 2,250 workstations at $10,000 each were sold in 1989, estimated InfoCorp, a market research company. Last year, Next accounted for only about 10,000 of the estimated 430,316 workstations sold worldwide, reported WorkGroup Technologies, another research company.

Next has scrambled to regroup. In addition to redesigning its first machine and lowering the price, the company last fall introduced a $4,995 entry-level machine.

At the same time, Next aborted an exclusive distribution arrangement with Businessland after learning, to few critics' surprise, that a high-volume retail chain is ill-suited to sell a complex workstation line. Next is now building a direct sales force and also is talking with some selected computer retail outlets, according to trade reports.

Next has lost much of its luster since 1989. . . . "The window of opportunity has probably closed."

On the media front, Next last year moved most of its spending into computer publications after failing to generate sales volume with its launch ads in the business press.

Next has had three key endorsements this year. Lotus Development Corp., the top spreadsheet marketer, and WordPerfect Corp., the top word-processing software supplier, have begun shipping software for Next computers. IDG Communications, a major publisher of computer titles, has launched *NeXTWORLD* magazine.

With all these changes, Next could sell 21,000 computers this year, WorkGroup said.

But Next missed whatever technological advantage it had, said William Zachmann, president of Canopus Research, a market research company.

"The window of opportunity has probably closed," he said. "I think they're dead and they just don't know it." □

Six Flags

(Continued from Page 3)

tion with Time Warner's Home Box Office cable channel.

Previews of Warner Bros. movies will be shown this season on park TV screens that entertain patrons as they wait in line for rides and attractions. The screens already show Warner cartoons.

Rides and attractions will also change.

Six Flags is planning a ride built around "Batman" for 1992, and another movie-themed attraction is expected to make its debut in 1993. It's also considering a stunt show based on Warner's "Police Academy" movies.

"But you will not see Six Flags become a movie studio," Mr. Cochran said. "We do not want to do this to every ride in the park. We want to do this when a character is hot."

The company will continue regional ad efforts for individual parks, some of which don't carry the Six Flags name. Those parks' current shops remain in place. □

ADWATCH

New round for cola wars

The cola wars were re-ignited in February, with Pepsi-Cola moving into the No. 1 spot in *Advertising Age's* monthly survey of advertising awareness. Coke/Coca-Cola came in second, up from fourth place the previous month, and Ford was third. Diet Pepsi was mentioned by brand name for the first time in adWatch, giving it a ninth-place ranking in February. Advertising awareness was measured by a telephone survey of 1,000 adults who were asked to name the first advertising that came to mind from all advertising seen, heard or read in the past 30 days. Margin of error was plus or minus 3.1%.

Rank 2/91	Rank 1/91	Advertiser	Agency
2	4	Coke/Coca-Cola	McCann-Erickson Worldwide
4	1	Automobiles (general)	Various
6*	6*	Nike	Wieden & Kennedy
7*	3	Persian Gulf War/crisis	–
10*	5	Budweiser	D'Arcy Masius Benton & Bowles/-DDB Needham Worldwide

*Indicates tie

Source: Gallup Organization

JOHN SMITHER

NOTE

ONLY THE FOLLOWING PAGES OF THIS

PUBLICATION HAVE BEEN FILMED

Cov. 1, Pgs: 1, 2, 6, Insert

Pgs:(5, 7, 12, 13, 16, 17,

23, 29, 35, 38,) S1, S3, S4,

S6, S8, S12, S16, S17, S20,

S22, S23, S26, S30, S31,

S34-S55, 28, 48

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Advertising Age

March 25, 1991

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AGENCY REPORT **1991 EDITION**

Who's On Top?

Biggest advertising organization:
WPP Group

Biggest U.S. agency brand:
Leo Burnett Co.

Biggest U.S. consolidated agency:
Young & Rubicam

International Agency of the Year:
Baker Lovick

Advertising Age's U.S. Agency of the Year:

Does liability shift weaken agencies' role?

By Jon Lafayette

The scramble to avoid getting stuck with bad debts is driving a wedge in the relationship between ad agencies, their clients and the media.

The American Association of Advertising Agencies earlier this month changed its policy that agencies be held "solely" liable for unpaid media bills to a "sequential" liability procedure.

The recommendation reverses a longstanding system of agency liability for the payment of media debts.

Agencies that adopt the new Four A's policy would be responsible for the payment of media contracts only after their clients have paid the agency.

Some media companies, particularly publishers, are up in arms over the move.

"I think it's a sign of weakness from the agencies, that maybe they don't have the kinds of relationships with the clients they say they have," said Thomas P. Losee Jr., publisher of *Architectural Digest* and VP at Knapp Communications Corp. "We keep hearing about partnerships. This flies in the

"I think it's a sign of weakness from the agencies, that maybe they don't have the kinds of relationships with the clients they say they have."

(Continued on Page 48)

Big Blue takes aim at Toshiba, Compaq

By Alan Radding

IBM Corp. tomorrow is expected to unveil its "notebook"-size portable computer along with a major advertising and marketing blitz to catch market leaders Toshiba America and Compaq Computer Corp.

IBM plans to break ads for its new computer March 27 in *The New York Times* and *The Wall Street Journal*. Spot and cable TV commercials will break April 1 on network morning news programs and such cable networks as Financial News Network and Arts & Entertainment. Ads in computer trade books break the week of April 8.

The success of this new product and the marketing blitz is crucial to the giant computer marketer, particularly after disappointing analysts last week by announcing sharply lower-than-expected revenues for the year, resulting in a stock price tumble.

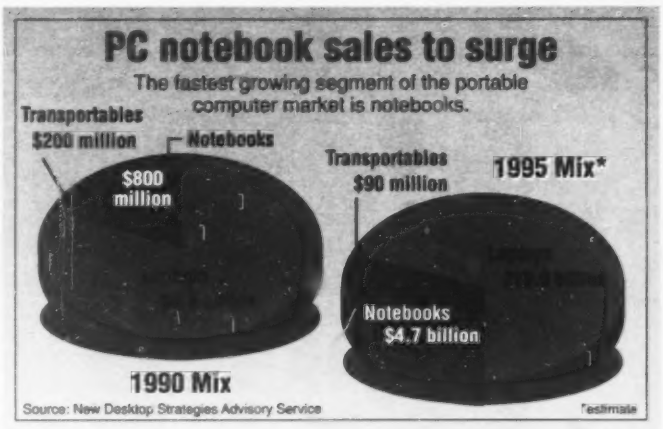
The notebook—the fastest growing segment in personal computers—will fill a gaping hole in IBM's line of PCs, a segment it has never been able to dominate.

Big Blue is ready for a dogfight. Sales in the notebook segment (less than 8 pounds) are expected to grow to $4.7 billion in '95 from $800 million in 1990.

"The [notebook] computer market is going to be a major killing ground in the industry. Everybody is jumping in, but not everybody is going to be successful," said William Zachmann, president of Canopus Research.

"IBM is three years late with this product, so the question is

(Continued on Page 48)



John Hall

LAST-MINUTE NEWS

Reebok gives the boot to HHCC

STOUGHTON, Mass.—Reebok International dropped Hill, Holliday, Connors, Cosmopulos, Boston, as its agency. As expected, Reebok divided creative responsibilities for the $70 million account between New York agencies Chiat/-Day/Mojo and Lois/GGK (AA, March 18). A spokesman for Hill Holliday, which had the account for almost a year, said, "We're pleased with the work we did. We wish them all the best." Chiat had the account before Hill Holliday and has continued to handle Reebok's international ads as well as domestic work for Weeboks toddlers shoes. Lois has been handling Reebok's Pump athletic shoes. DeWitt Media, New York, continues to handle media buying.

Shareholder sues WPP

NEW YORK—A WPP Group shareholder has filed a class action suit against London-based WPP, Chief Executive Martin Sorrell and Chairman David Ogilvy, alleging securities fraud. Frank Debora alleges that between Aug. 7

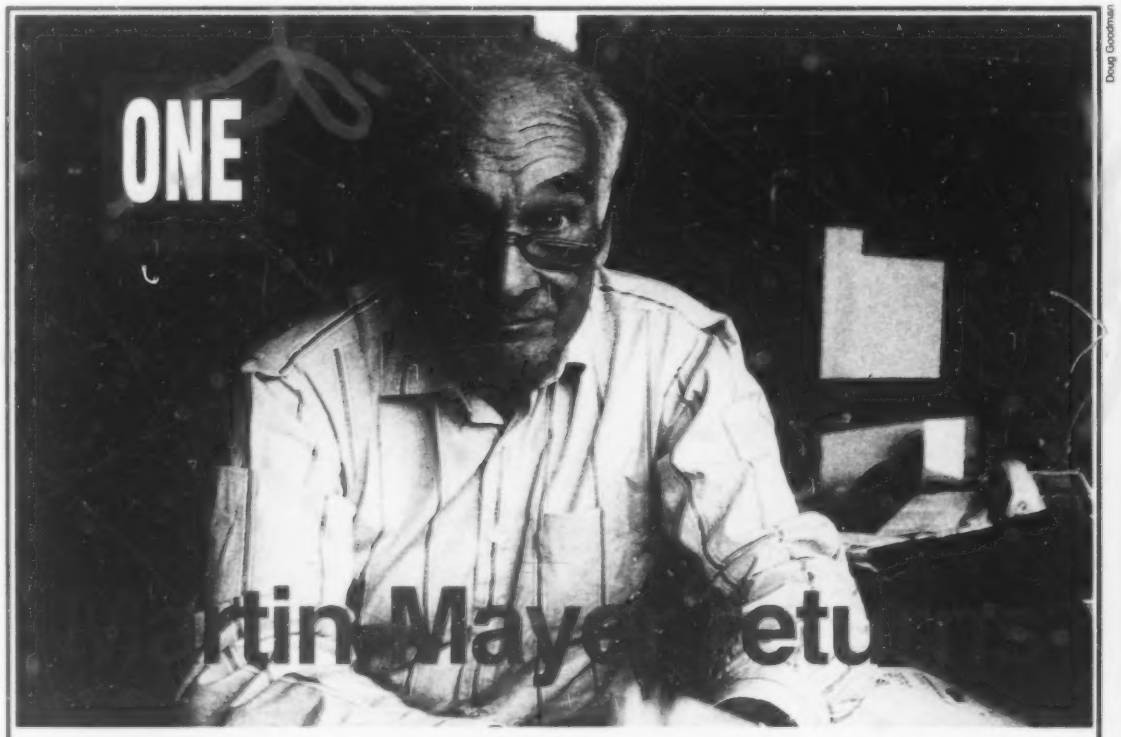
(Continued on Page 8)

INSIDE

Bo Jackson: Marketers haven't benched the injured athlete yet; they're waiting for a comeback. **Page 4**

BusinessTrack: Carpel tunnel crisis looms for print media companies. **Page 27**

Ad Review: Sudafed's hollow public address after tamperings. **Page 52**



Doug Goodman

After 3 decades, author sounds words of warning for Madison Ave.

Thirty-three years after his "Madison Avenue, U.S.A." became a best seller and one of the most credible looks at the advertising business ever written, author Martin Mayer is back with another book about the advertising business, "Whatever Happened to Madison Avenue? Advertising in the '90s" (Little, Brown & Co., Boston; $22.45; June).

While Mr. Mayer remains steadfast in his belief that advertising builds brands by adding perceived value to products and services, and promotes choice, his new study left him feeling pessimistic.

Fragmenting national media, the rise of data-base marketing and the failure of ad agencies to nurture unique consumer research talents have put agencies in a bind, Mr. Mayer believes.

Advertising Age Editor Fred Danzig asked Mr. Mayer about some of his findings.

Advertising Age: *What has changed in the agency business since the late '50s?*

Mr. Mayer: Here's a story that I think symbolizes what's happening:

Back then, when I was working on another book [about the Ted Bates agency], I'd go in to see [Bates'] Rosser Reeves and we'd schmooze. He'd say, "You ought to see [Edward] Little [chairman of Colgate-Palmolive Co.]." And he'd get on the phone and say, "Mr. Little, I've got a guy here I think you'd be interested in meeting. He's writing something on the agency. What are you doing tomorrow?" And the next day I'd go and see Mr. Little. . . .

This time around, I'd see the ceos of the big agencies —$4 billion agencies, big operations, thousands of employees. And they'd say, you ought to see Lee Iacocca,

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